

THE EXPERTS

GRYPHON KNOWS



Accuracy Matters
GRYPHON
SALES INTELLIGENCE

Author:

Gryphon Client Success Team



To learn more, please visit:
www.gryphonnetworks.com

LORI RICHARDSON
THE SALES CRAFT AND
WOMEN IN LEADERSHIP

INTRODUCTION

Dear Sales Leader,

When Gryphon was founded almost 20 years ago, we set out to help companies solve two of the most significant problems they were facing:

1. Better visibility into the phone-based sales activities of their reps
2. Give clients control over activity generated from reps via different devices, carriers, and networks to reduce risk and maintain compliance

Fast forward to 2018...Since 2004, Gryphon has become embedded in the fabric of our clients' sales organizations. Our clients have relied on Gryphon's Platform to:

- Complete 646MM call attempts
- Book 20MM appointments by phone
- Record 190MM post-call outcomes

Fun Fact: Gryphon clients have generated over 804MM minutes of talk time over the past ten years (that's 1,500 years of call duration).

Now that's "big data." Because of our ability to capture and process telephony data generated from any device on this massive scale, we have become the best partner for the largest and most highly distributed marketers in the world.

What is Gryphon Knows?

Because of the amount of real-world call data; including outcomes; that Gryphon clients have conducted, we know how many calls it should take to set an appointment. We know what the optimal talk time for an insurance prospecting call should be. We know the value of an appointment set against an appointment held. We know that activity is predictive of success, so if you can't measure something, you can't manage it, and you can't improve it.

Gryphon Knows because our clients have been telling us for a long time.

The Common Denominator Between Sales Excellence and Underachievement

Looking back, our best clients always seem to have one thing in common: a culture of sales and marketing excellence. The **Gryphon Knows** series is our ongoing attempt at refining the perspective of what it means to be a sales manager in the 21st century. We want to share some of our learnings over the years with the hope of promoting a culture of continuous improvement and helping forward-thinking organizations to adopt within their organization and bring it to new heights.

Gryphon Knows is filled with sales management insights and best-practices that can only come from a company that has been tracking call activity for the world's most abundant and most highly distributed sales teams for more than a decade.

I hope you find this a useful resource and a tool to get better results each, and every day.

Eric Esfahanian
Chief Revenue Officer, Gryphon Networks

THE SALES CRAFT AND WOMEN IN LEADERSHIP

By: Gryphon Client Success Team

INTRODUCTION

Gryphon sat down with Lori Richardson, CEO of Score More Sales and President of Women Sales Pros, to discuss B2B strategy – specifically the importance of data, having an established sales process, successful onboarding, and women in sales. She is recognized as one of Forbes' "Top 30 Social Sales Influencers," and speaks, writes, trains, and consults with inside sales teams.

Lori founded Score More Sales in 2002 with the mission to grow revenue for companies by providing strategic sales efforts based on her over twenty-years of B2B sales and leadership experience. Score More Sales combines a scientific approach of data, process, and tools with the right sales and people skills for consultative sellers. This combination of art and science is why Lori

refers to a professional B2B seller as a craftsperson. She also believes that scaling a great sales team is a craft and assists organizations with the development of both inside and outside sales programs. The organization also offers training for sales leaders to directly coach their team as well as training for Sales Development Reps (SDRs), Account Managers, Sales Reps, and Business Development roles.

As President of Women Sales Pros, Lori helps smart, savvy women get into B2B sales positions and sales leadership, and helps companies find and develop great women sellers through a dedicated online community. She hopes to see more women in sales and sales leadership in companies where there are male-majority sales teams. Annually, the organization hosts Rev it Up - Sales Leader Summit, and discusses the best ways to get more women into sales at conferences, industry events, and corporations. This one-of-a-kind online community gives women in sales a network to seek opportunities at companies and provides businesses with a resource to find talented to women to join their sales teams.



MEET LORI RICHARDSON



INTERVIEW:

THE SALES CRAFT AND WOMEN IN LEADERSHIP

A discussion with Lori Richardson, CEO of Score More Sales and President of Women Sales Pros

THE SALES CRAFT AND WOMEN IN LEADERSHIP



Gryphon Networks (GN): Most people believe that the days of management based on hunches and manually-entered information are on the decline because of new sales technology. Can you share how vital you believe it is to have accurate data when managing a sales team?

Lori Richardson (LR): Hunches have always been trouble for sales leadership. I remember when I was a sales manager, I never was better than 50% right in terms of hiring the right reps for my team. Somehow, we feel like we're good at it the longer we're around or the more we've seen. Things like hiring the right salespeople or knowing where you're at without analyzing sales data – it's just not possible. I'm a huge fan of data in any way, shape, or form we can get it.

GN: Can you expand on that a bit, and share how you find it useful in making accurate sales forecasts by utilizing data?

LR: We need to work off metrics. You can't go off hunches or guesses. In terms of being accurate with your sales forecast, it's critical. The thing I like about using data is that it comes from a fair place. Everyone can get measured the same way. Sometimes sales managers who get promoted from being a rep only know one way to sell, and they only know one way to motivate. If they have the same expectations for all their reps as they did for themselves, it's not going to be fair. There are different ways to sell, especially today. I love that data can measure the truth in sales, and hopefully, managers are measuring all the right things.



THE SALES CRAFT AND WOMEN IN LEADERSHIP

GN: That leads into our next question – on the Score More Sales website there is the concept of B2B selling as a “combination of art and science” and looking at the salesperson as a “craftsperson.” Could you elaborate on the way that you conceptualize this theory?

LR: I helped onboard more than 1,000 reps in a 3 ½ year period not too long ago. What new salespeople want to know is, “What do I do? Just tell me what to do. I’ll do it.” That’s like telling you to paint a beautiful painting or to do some woodworking and have it come out incredible. You’re going to first learn some basic things, maybe to make a table because it’s square and has rectangular legs. And then you can move into something different and advance. Salespeople are craftspeople because all the things we must learn – there is a lot of science and data – but there’s also an art.

When you combine those, that’s what a craftsperson is. Think of yourself as an apprentice when you come into a new sales role. You become a sponge, and you’re open to learning and ideas you can adapt with your own personality, and you can put a little twist on it – in terms of how you communicate with people. That’s what makes selling an amazing profession. It really is a craft.

GN: The Score More Sales website also reads that “If your company leadership is not fully bought into solving sales team issues, they won’t get fixed.” How important is it to have an established process and strategy to improve sales performance?

LR: It’s extremely important. I worked with a manufacturing company where the VP of Sales wanted to know everything there was to know about his sales team. He wanted to pull data apart and get feedback on his reps and his leadership, and their process and pipeline. We helped them put new ideas and systems in place, and ultimately the CEO of the company did not support it. Even with the best of intentions in mid-level or senior mid-level management, it wasn’t enough to override the fact that at the very top there was a leader who wanted to do what they used to do. Because that’s what he was comfortable doing.

Change is hard – change can be tough. When you’re working to improve your sales team, you have to make changes, and those changes have a ripple effect. I think people need to embrace that, and they need to be behind things 100% from the top down to successfully do so.



THE SALES CRAFT AND WOMEN IN LEADERSHIP



GN: From our perspective, we're obviously selling a sales technology tool, we believe it is a combination of people, a sales process, and the technology that work together for the ultimate sales success. That's how we built our methodology. Do you have a recipe for success that you might share with underperforming sales teams?

LR: I don't disagree with what you're talking about — it's people, process, tools, and leadership. Those would be my four. Within the people piece, it's so important to bring in the right people for sales roles. Many times, we don't have the right salespeople in place, because in addition to being a craftsman, you need to have the will to sell.

Salespeople need to have a strong desire and a strong commitment to sales success. Not only that – they have to be motivated, and they have to take responsibility. There must be leadership to support that as well. That's a lot of plates spinning in the air. To have a methodology and forward-thinking leadership and tools – that's a lot to get right.

GN: In sales today, there is a high level of importance on sales training and coaching. How important do you feel that is for the long-term success of a sales team?

LR: The best salespeople are learners. They have a life-long learning mentality. They're open to reading or listening to audiobooks and podcasts. Sales is an industry where you can talk to different companies. Even if you're selling one particular thing, like a sales platform, you're going to work with different industries, different titles within those industries, and different regions of the country. The more you can learn about your buyer, and learn about their world, the better you can sell. That takes an open mind, and it takes time set aside to learn on an ongoing basis.



THE SALES CRAFT AND WOMEN IN LEADERSHIP

GN: Talking about having the talent, that leads us to our next topic; onboarding. A lot of sales organizations might find the right people, but they do a poor job onboarding, and that results in it taking much longer for new hires to learn company systems. Additionally, sometimes experienced sales reps come with bad habits. What do you believe sales teams should do to address lingering issues with onboarding processes?

LR: I believe that every rep, no matter how senior they are, when they come into a new sales environment, they need to be trained on that company's sales process, mindset, and goals to make sure that everyone is in alignment. It's a myth that more senior salespeople can just be left alone to do their thing because it doesn't work that way. We need to interact, coach and mentor, and help inspire every sales rep. Particularly, the newer ones.

You're right; it takes a very strong onboarding program. To me that is more so smaller doses on an ongoing basis, rather than a data dump for three days or a week and then "see you later" – it doesn't work that way. Adults learn through repetition and reinforcement. Everyone has seen the stats about how much information you lose after a day or a week after a sales kickoff. Pretty soon, you've lost about everything that was covered, except for key points.

GN: That's very true. If you try to push all that information at once, it's a lot to take in. However, as a new person experimenting with those techniques...

LR: You have to do the techniques. You can't just hear them, or be taught, right?

GN: Exactly, and then reps get feedback, they've gone out and tried it themselves, and it helps to improve them, instead of dealing with a big data dump all at once.

LR: It's ridiculous. Most of that is product training. We need to learn about the buyer first. That's the first thing we need to do in onboarding; learn about our buyer. How we help these different companies and different industries? Talk to a customer and get a feel for their world. Then, learn about what you're selling, so you don't lead by features.



THE SALES CRAFT AND WOMEN IN LEADERSHIP



GN: We've talked about onboarding and sales training – and a lot of that has to do with cold calling. There's an abundance of communication methods that sales teams are using today. How important do you believe the phone is to generating sales now that we have other options?

LR: The thing about the phone is that it's harder to reach people now, no doubt about it. I relied on the phone for many years, and even until a couple of years ago it was true that in a lot of industries people still use. I think we're finding better ways to communicate and utilizing what I consider a multi-stratified system for communicating with buyers. As a rep, you need to know how to do all of it, and not be afraid to get on the phone if your buyer is somebody with a phone by them.

People can reach me more quickly by calling on the phone than any other way. It doesn't mean I'll answer it, but it's worth a shot. I wouldn't not use the phone, because there is still a place for it, and there's nothing like having a conversation. Having a real conversation is so much better than email or in-mail. I do all those things, but there's nothing like seeing someone or talking to them.

GN: That's great. The human element is important there. As we're talking about that move to technology, one of the things we wanted to discuss is the growth of AI. At Gryphon, we don't believe AI will be replacing salespeople any time soon – what's your take on that?

LR: There will be less of those people who spend 80% of their day doing research and looking for the right people to contact and figuring out what to say to them. I'm happy to see that changing. I'm happy to see platforms that can serve up what the SDRs should do next. From the day of the week to the time of day – I'd love to have something smart like AI tell me, "hey, you really should reach out to this person." But certainly, people aren't going to be "replaced." The best people, the people who can have conversations, speak concisely, and add value, will always have a role in the sales process.

There are AI assistants that people are using with their email. Sometimes you can't tell the difference, but other times you can. It's like going in to get an espresso, and a robot serves it to you. That's OK, it's different, but I don't want robots serving me all the time.



THE SALES CRAFT AND WOMEN IN LEADERSHIP

GN: Transitioning now, let's talk about the things you've been doing with Women Sales Pros and the state of the sales industry for women. There's still a disproportionate amount of men in leadership roles compared to women in sales. As a leader in the industry, how do you think the sales landscape has changed for women in recent years? Has it improved? Is it getting better?

LR: The reason I started Women Sales Pros about five years ago was because I was looking at sales teams I was working with and they were groups of all men. All male leadership and there were one or two women. But there were never half women or even one-third women. I realized that in the number of industries, particularly Tech and SaaS, and manufacturing,

telecom, and financial services, it's a male-majority system. There's no simple answer to solve that because there are more millennial women than there are men that are getting into the workforce. A lot of millennial women don't know what B2B selling is; that it is a profession that is admirable, flexible, and financially lucrative. One aspect is to educate women more in college and even high school, and another is that we need to hire differently.

We need to have offices where it doesn't feel like a locker room. Again, not all companies are like that, but some are. Some give a bad name to the others. What I try to do with Women Sales Pros is to showcase companies that are doing great things for inclusion. It's all about culture and having a positive culture for everybody that's involved in your sales team.





THE SALES CRAFT AND WOMEN IN LEADERSHIP

GN: It seems to be a challenge to do so, as much as we try to keep our environments open and diverse.

LR: There are some hurdles for sure, but it's doable. I've seen companies make great strides. One of the first things is to look at is the job descriptions you create. There are more male-focused words than there are female-focused words, and there are things that attract people to ads. If you use a lot of bullet points, that's male-focused. There are ways to run your ad through a system to see how they rate, and if they're attracting more men or women.

Look in different places and host events that might attract more women than men. I work with companies that do that. We'll put on a mixer; it's not exclusively for women, but we are doing things that women might enjoy doing, and we're inviting everybody. It's a great way to get different visibility.

I love WeWork, I love the idea of coworking and seeing how the company has evolved over time. But, when they first opened – I was an early adopter – I remember there was “free beer.” But I don't drink beer. There were evening events with “free beer,” but they were never a benefit to me. Some of the sales events that started happening, people would say, can somebody bring some wine? People like wine! Some don't like beer. It's part of having a good culture that reflects what everybody likes, not just the loud, outspoken majority. That's just an example.



THE SALES CRAFT AND WOMEN IN LEADERSHIP

GN: Could you share some ways a company might be working against achieving its diversity goals?

LR: The company that says, “We always try to have one woman in our interview process,” – it turns out when you have a number of candidates and only one-woman candidate, just like if you have only one minority candidate, the chances are they won’t be hired.

If you have two, chances are one of them will be hired. People will do something to be like yeah, we have diversity, or they’ll hire diverse people and they won’t really assimilate them into the culture. This is something I’ve learned through research I’m doing with Johns Hopkins University. Last year we found that women don’t need to be onboarded differently, but they’re looking at different things.

For example, women tend to look further down the road. Women stay at their job a year longer. Where men, and I don’t want to generalize, typically think “Hey, I got a better offer, I like the manager — I’m out of here.” Women tend to take a longer time to make a decision like that and figure they’ll stay where they are and not jump around. There are differences, and that’s okay, but we should all acknowledge them, and we should know that it’s important to assimilate everyone into the work culture.

When I was new at a company in a sales role, I was excluded from stuff for a while. I could have left, but I didn’t – I hung in there. That’s an example of what happens. It’s something to think about – how can you involve everybody in the sales team culture.

GN: Let’s examine how companies are dealing with issues like maternity leave, and equal pay for equal work. Are they changing or helping to improve the sales environment in corporate culture?

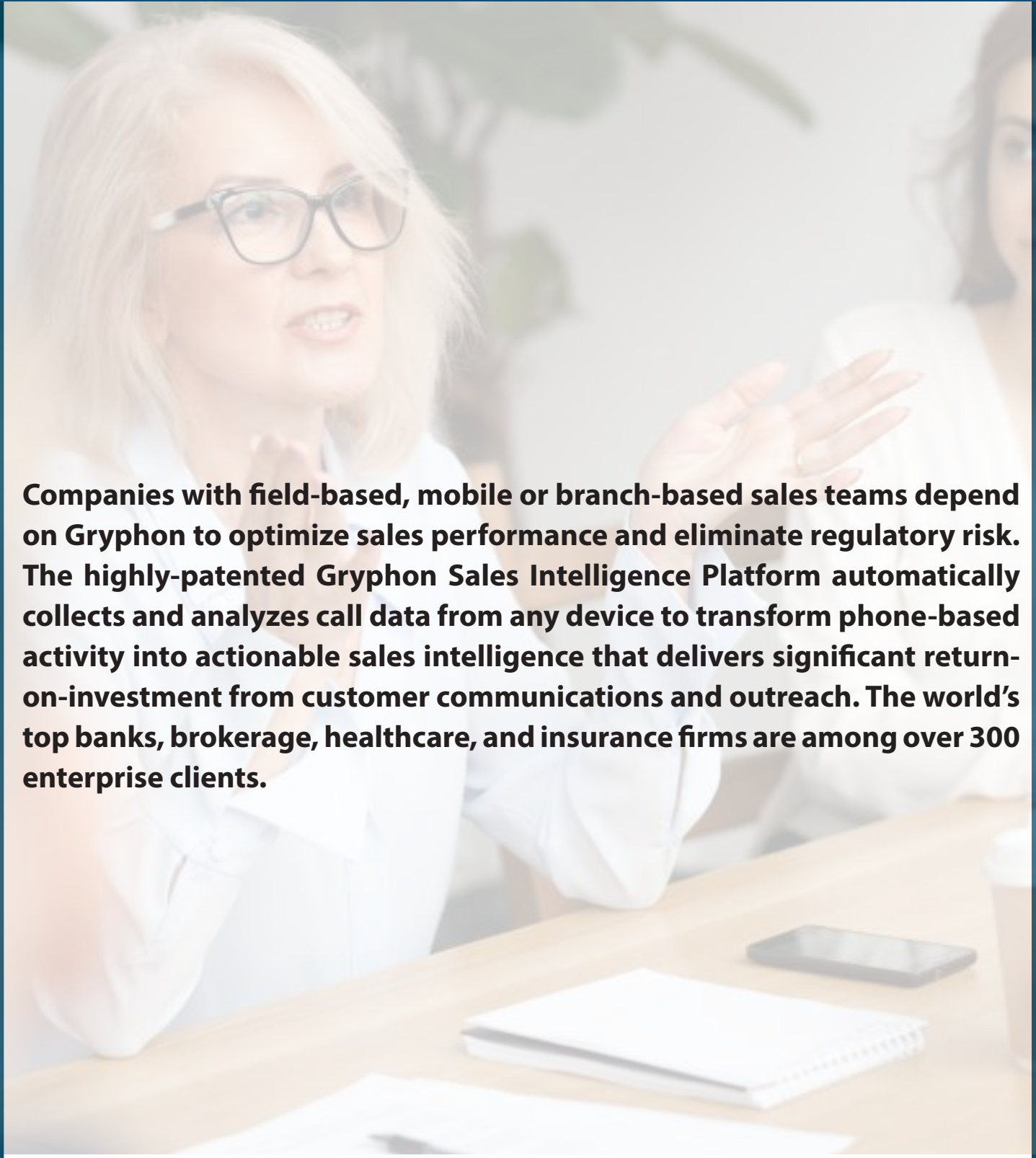
LR: Maternity and paternity leave is important. It’s not just for moms. It’s for dads too. Anything we can do to make it less than this 10x mentality – less grind, grind, grind. That’s not accurate for people that have a family. When a company acknowledges that the day ends at x time, they should not feel guilty working eight hard hours then leaving because they have a family at home. I’ve heard people do “core hours” where they only do meetings between 10 and 3. That way it allows people to deal with different things outside of work. I think it’s important for everyone. We can’t just run like mice on a wheel. You need some balance; not just for parents, for everybody. You don’t want to get burned out. Sales is a hard job, but it doesn’t need to be a 24-hour a day job.

GN: Have you seen a move towards equal pay for equal work?

LR: Yes. I don’t understand why every company doesn’t do that. It was certainly my downfall in my early career. I didn’t know that people negotiated different salaries when I was young. Today, why would a man make more than a woman in a sales role?



ABOUT GRYPHON NETWORKS

A woman with blonde hair and glasses is speaking in a meeting. She is wearing a white shirt and has her hands raised as if gesturing. In the background, another woman is visible, also wearing a white shirt and glasses. The setting appears to be a conference room with a wooden table in the foreground. On the table, there is a smartphone, a spiral notebook, and some papers.

Companies with field-based, mobile or branch-based sales teams depend on Gryphon to optimize sales performance and eliminate regulatory risk. The highly-patented Gryphon Sales Intelligence Platform automatically collects and analyzes call data from any device to transform phone-based activity into actionable sales intelligence that delivers significant return-on-investment from customer communications and outreach. The world's top banks, brokerage, healthcare, and insurance firms are among over 300 enterprise clients.

GRYPHON NETWORKS
100 SUMMER STREET, SUITE 800
BOSTON, MA 02110
(617) 279-2600
www.gryphonnetworks.com

